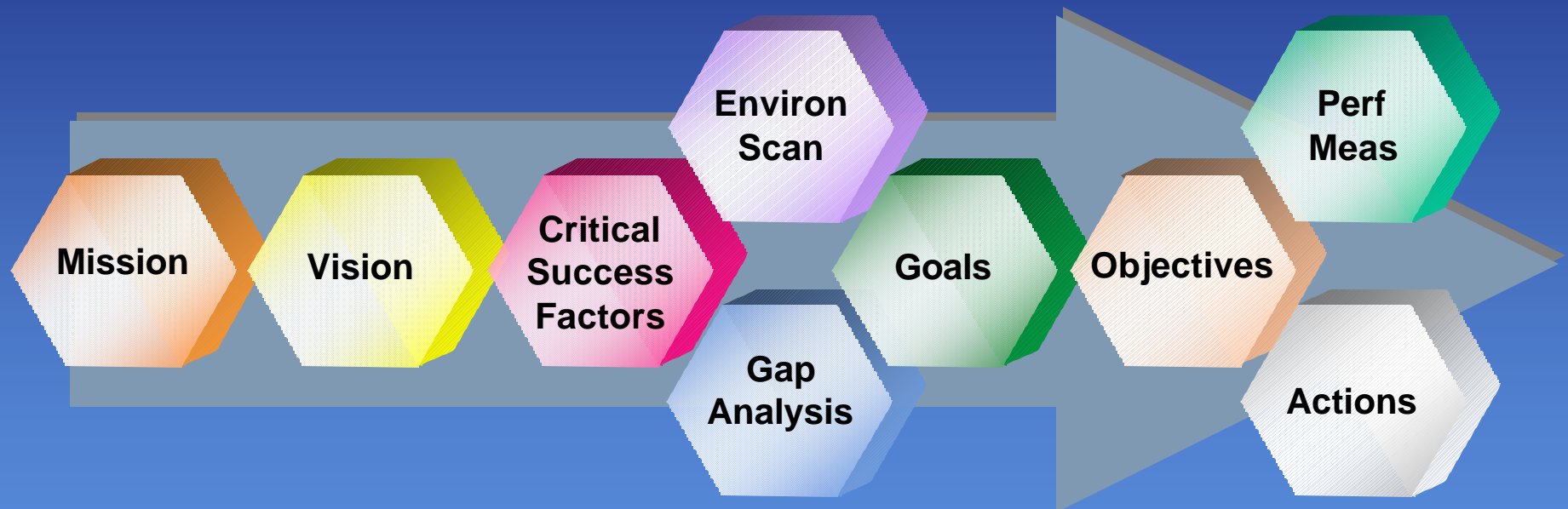# Strategic Plan For the Future Civilian PA Force
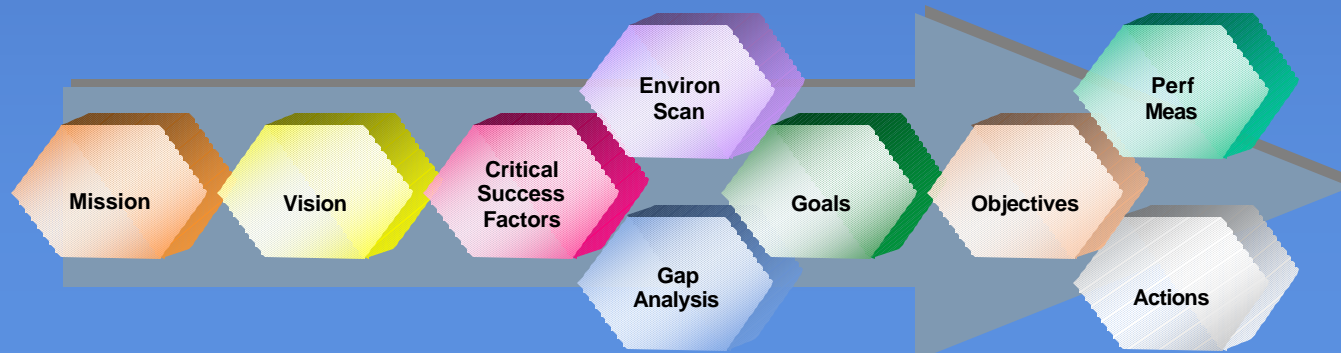
Strategic Planning Outcome

The PACM strategic planning outcome is a process to execute actions for acquisition, development and management of the civilian workforce that can support accomplishment of the Army Public Affairs missions in year 2025 (Army After Next).

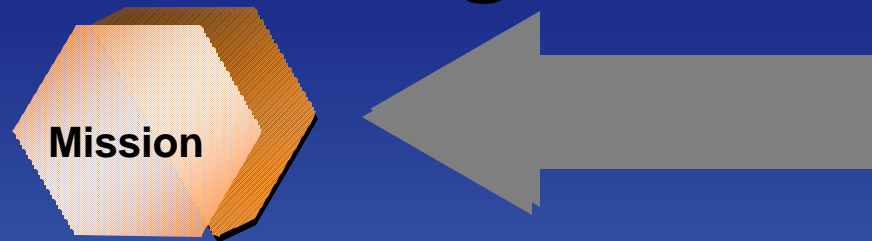# Roadmap to Strategic Planning Process

Products of Strategic Planning Process

- Vision Statement
- Mission Statement
- Environmental Scan
    - External Influences
    - Internal Influences
    - Customer Requirements
    - Technology changes
- Future CP Tasks
- Capabilities/Sub-capabilities
- Future Functional Objective Forces (FOF) (Spaces)--Narrative Description by:
    - Type of Civilian
    - Occupational Series, Grades
    - Education and Experience

- Career Program Pyramid
- Civilian Personnel Forecast by Career Program (Faces) by:
    - Type of Civilian
    - Occupational Series, Grades
    - Education and Experience
- Comparison of FOF to Civilian Personnel Forecasts - Gap Analysis
- Plan for Developing, Growing or Acquiring Right Persons/Capabilities
    - Goals
    - Objectives
    - Performance Measures
   - Action Plans

Mission | Vision | Critical Success Factors | Environ Scan | Gap Analysis | Goals | Objectives | Perf Meas | Actions

3/20/00

4

PACM Functional Strategic Planning Framework

Mission

PACM Mission Statement:

◆ **To acquire and cultivate a work force, that can assist, supplement and replace the Public Affairs military community, in shaping and telling the Army story; and by maintaining effective referral and training systems; by being responsive to management and labor; and by maintaining audience and technology fluency.**
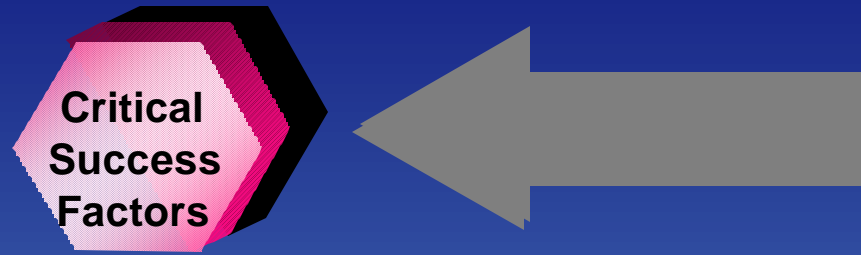
PACM Strategic Planning Framework
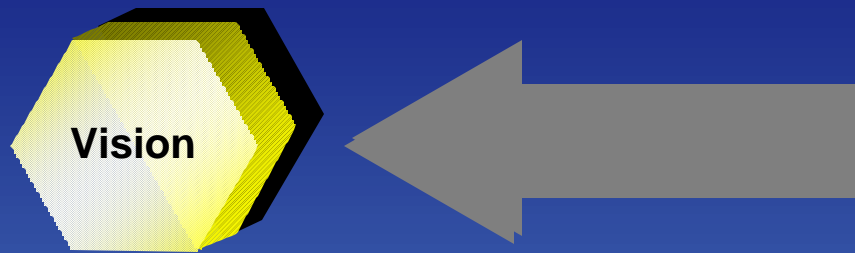
Vision

Vision Statement:

◆ **PACM wants to be known for integrity, equal opportunity and reliability in providing personnel assets for Army structure, as well as instruments for professional growth among those assets.**

PACM Strategic Planning Framework

Critical Success Factors

◆ **Military cadre view PACM as a necessary and integral ingredient to overall Public Affairs mission success.**

◆ **Civilian practitioners are overwhelmingly appreciated for their ability to step in for a military member.**

◆ **Referrals will average 10 or more responsive candidates.**

◆ **Civilians will overflow training opportunities.**

◆ **Career registration will reach 80 per cent.**

◆ **Intake will be sufficient; recruitment < 60 days.**

PACM Strategic Planning Framework (cont)

Environ Scan ← → **Gap Analysis**

◆ **Environmental Scan and Gap Analysis:**

  – **What will the future hold in external influences, challenges, customer requirements, people and technology?**

  – **What will be the capabilities of the future; what are they for today's career program workforce?**

  – **How can we describe the difference (gap) between the "vision" and the environment of the future?**

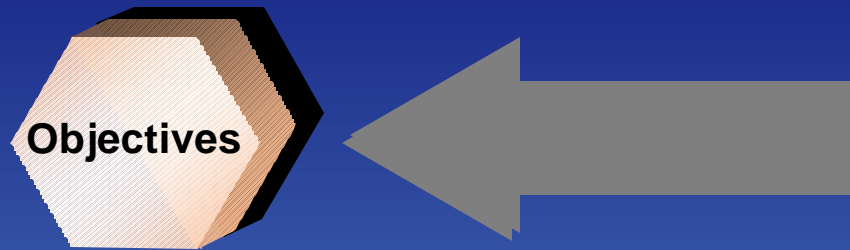# Functional Strategic Planning Framework (cont)
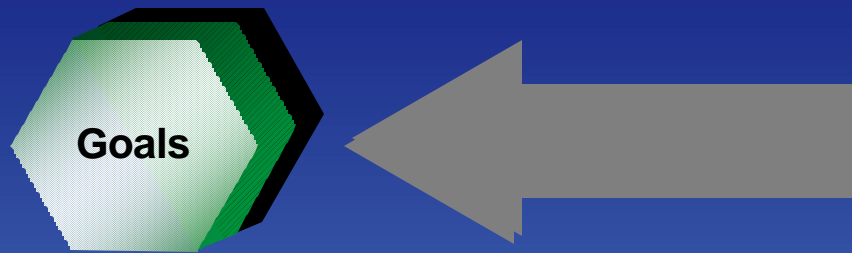
Goals

◆ **Goals:**

– These are the broad statements of what the Career Program wants to accomplish to achieve its vision and mission

– They are focused on the career program and its support to the Army of the future

– They address acquisition and development programs and policies that will provide the capabilities identified in the FOF

PACM Environmental Scan

- **Analyze Army mission, cp mission, vision**
- **Predict technology**
- **Describe labor force potential**
- **Evaluate clients**

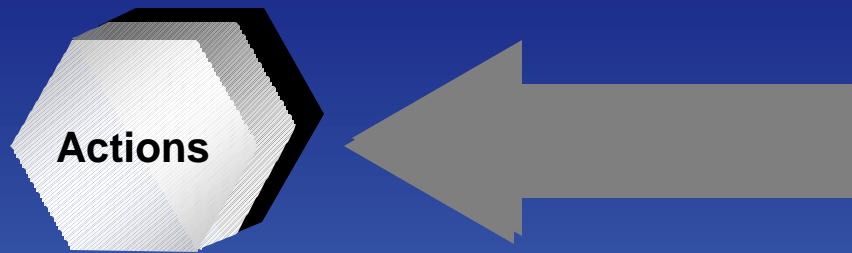# Functional Strategic Planning Framework (cont)

Objectives

◆ **Objectives**

- These represent long or short term stepping stones
- They must be measurable and achievable
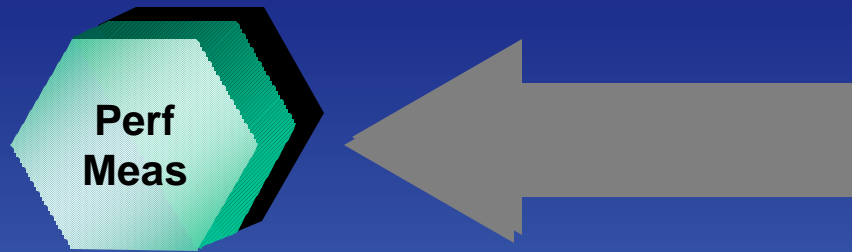- They state the target for improvement

Functional Strategic Planning Framework (cont)

Actions

◆ **Actions**

- Actions define the step-by-step activities to accomplish the objective
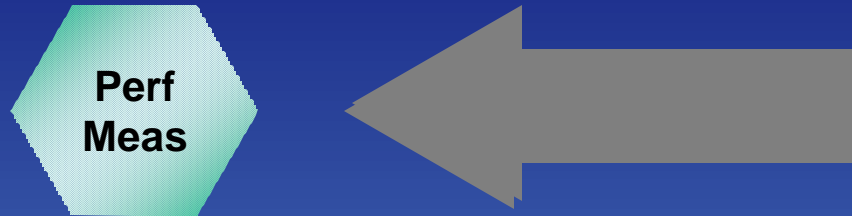- They serve as the translation of "what we are to achieve" into "how we plan to do it"

Functional Strategic Planning Framework (cont)

Perf Meas

◆ **Performance Measures**

– **Results oriented**

– **Specific gauges for determining the progress achieved in accomplishment of an objective**

# Functional Strategic Planning Framework (cont)

Perf Meas

◆ **Four Components of Performance Measurement**

- <u>Performance Measure Category</u> -- Major area beneficial to tracking progress to objective
- <u>Performance Measure Indicator</u> -- The "how to measure" or "yardstick"
- <u>Performance Measure Standard</u> -- Targeted performance level
- <u>Performance Measure Condition</u> -- Requirements or resources critical to objective accomplishment

CPMS XXI Strategic Planning Methodology

Detailed

Instructions

Development of Mission Statement
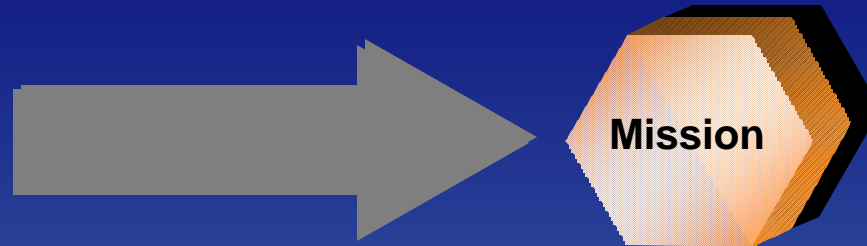
Mission

- ◆ **Review Army Planning Guidance**
- ◆ **Review existing mission**
- ◆ **Brainstorm mission ideas**
- ◆ **Draft the mission statement**
- ◆ **Validate with career program leadership, key stakeholders, and customers**
- ◆ **Finalize the mission statement**

Development of Vision Statement
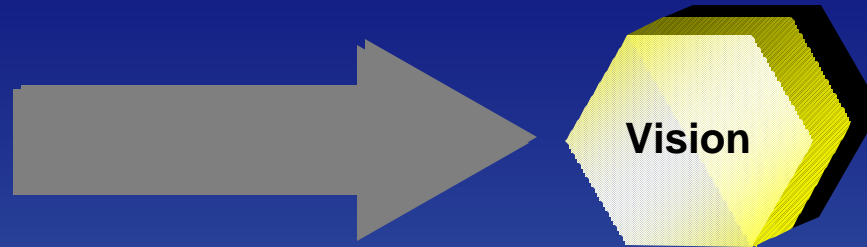
Vision

- ◆ **Obtain leadership input or guidance**
- ◆ **Brainstorm group ideas about leadership's vision and Army vision**
- ◆ **Discuss key ideas**
- ◆ **Draft vision statement**
- ◆ **Validate with Career Program leadership and key stakeholders**
- ◆ **Finalize vision statement**

# Development of Critical Success Factors

Critical Success Factors

◆ **Identify areas where success is important**

◆ **State the positive description of the trend, area, or actions that will exist after the successful implementation of the strategic plan**

◆ **Validate with leadership**

Conduct Environmental Scan
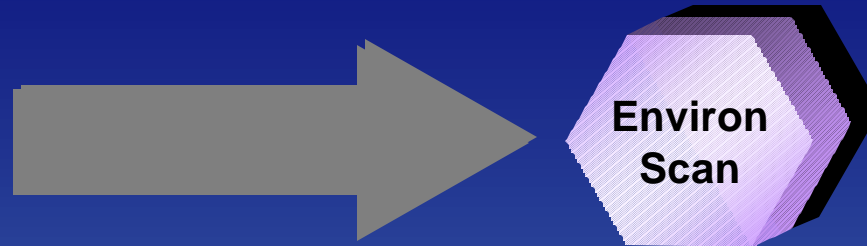
Environ Scan

- **Analyze the Army's mission, Career Program mission, and vision**

- **Predict technology changes**

- **Describe the future labor force**

- **Evaluate future customers, product changes, and modifications to business processes**

Conduct Environmental Scan (cont.)
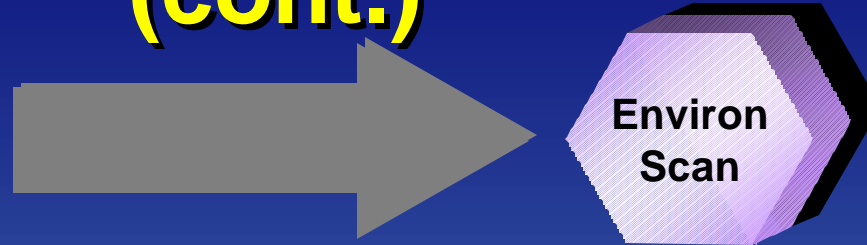

Environ Scan

- ◆ **Develop a likely view of impact of future on career program vision and mission and assumptions that underlie basic projections and forecasts**

- ◆ **Identify major tasks to be performed**

- ◆ **Develop capabilities**

Conduct Environmental Scan (cont.)

Environ Scan
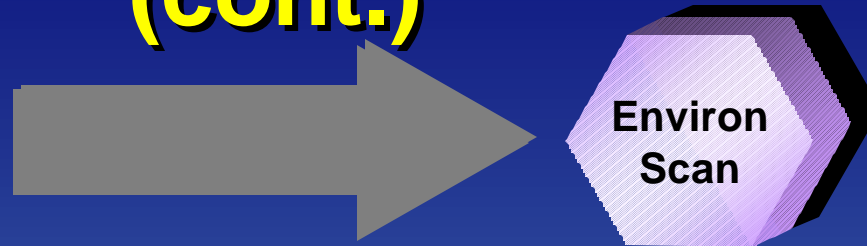
◆ **Develop the Functional Objective Force for the Career Program (for selected years)**
- **Identify the Type (Civ FT, PT, Temp, Contractor) by capabilities**
- **Identify Occupational Series and Grade Structure by Capabilities (for Civilian Full Time and Part Time)**
- **Identify Education, Special Characteristics, MACOM**

◆ **Develop the Civilian Personnel Forecast**

Conduct Gap Analysis

Gap Analysis
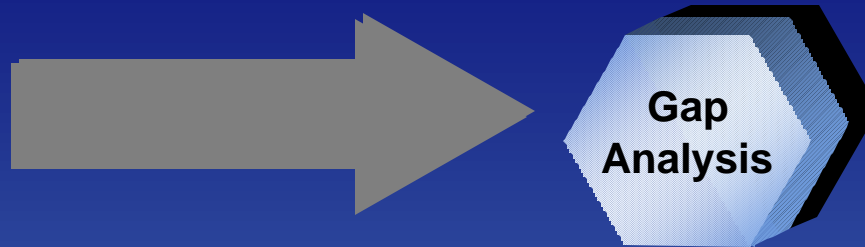
- ◆ **Analyze the "gap" between the FOF XX and the CP Forecast XX**
- ◆ **Develop the Career Program Pyramid for series and grade**
- ◆ **Identify initiatives that will close the "gap"**
  - – **Modifications to policies and programs**
  - – **Training and development changes**
- ◆ **Prioritize initiatives**

Development of Goals
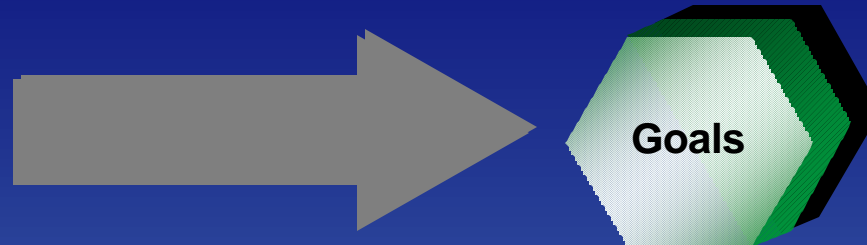
Goals

◆ **Based on the initiatives to address the gaps:**

– Define, group, and prioritize the initiatives identified in the Gap Analysis

– Develop goals that accomplish the initiatives

– Prioritize the goals

Development of Objectives
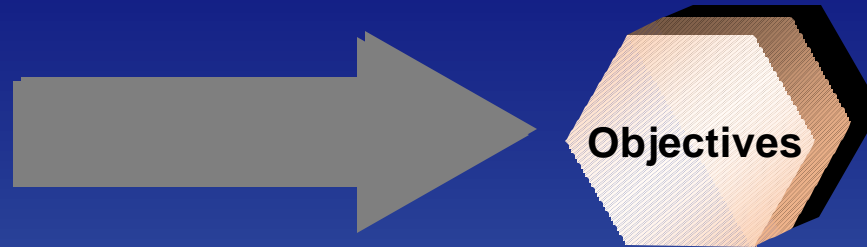
Objectives

◆ **Develop specific objectives to support each goal--measurable and attainable: focus on time interval and measurable outcomes**

◆ **Brief and discuss objectives with leadership**

Establish Actions
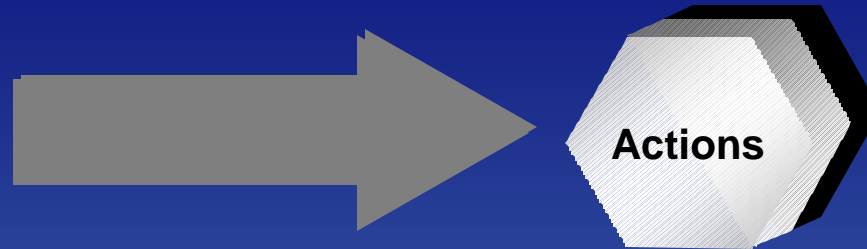
Actions

◆ **Identify high-level action to include responsible party and milestone date for accomplishment**

◆ **Review actions steps for resource impacts**

◆ **Develop time lines**

Establish Measures of Performance

Measure the outcomes not the outputs.

Perf Meas

◆ **Identify the outcome for each objective**

◆ **Determine the categories**

◆ **List the potential indicators for that outcome**

◆ **Determine the desired level of performance**

◆ **Identify any potential conditions that will influence the accomplishment of the objective**

◆ **Select the one or two measures that will be most meaningful**